



Corporation for Supportive Housing

About the Corporation for Supportive Housing

- Mission:** CSH helps communities create permanent housing with services to prevent and end homelessness.
- Vision:** CSH strives for a day when homelessness is no longer a routine occurrence and supportive housing is an accepted, understood, and easy-to-develop response. In coordination with broader national efforts to end homelessness, CSH will help communities create 150,000 units of supportive housing during the next decade.
- Core Values:** CSH's core values are: **integrity, respect, persistence, and making a difference.** We set as a central priority creating opportunities for tenants to live with dignity in accordance with their own interests, and we work hard to open the doors of supportive housing to people who face the greatest challenges. To learn more about our core values, visit <http://www.csh.org/values>.
- What We Do:** CSH brings together people, skills, and resources. We advance our mission by providing high-quality advice and development expertise, by making loans and grants to supportive housing sponsors, by strengthening the supportive housing industry, and by reforming public policy to make it easier to create and operate supportive housing. CSH is a national organization that delivers its core services primarily through eight geographic hubs: California, Illinois, Michigan, Ohio, Minnesota, New Jersey, New York, and Southern New England (Connecticut, Rhode Island). CSH also operates targeted initiatives in Kentucky, Maine, Oregon, and Washington, and provides limited assistance to many other communities.
- Results:**
- CSH has raised over \$221 million from foundations, corporations, and through government contracts for use in expanding supportive housing nationwide, and has leveraged over \$1 billion in federal, state, and local public and private sector financing for capital, operating, and service dollars.
 - CSH has committed nearly \$124 million in loans and grants to support the creation of 16,329 units of supportive housing that are now operational, with an additional 10,557 units in the pipeline now. The units in operation have ended homelessness for at least 21,000 adults and children.
 - CSH's national resource center maintains state-of-the-art information on a wide array of supportive housing issues, and responds to hundreds of requests from throughout the US.
 - Each year, CSH trains thousands of people to develop, manage, and operate supportive housing.
 - CSH reshapes public policies and public systems to improve the nation's response to long-term homelessness.
 - CSH has helped supportive housing advocates speak out—and be heard—on behalf of increased government investments in supportive housing.



Corporation for Supportive Housing

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Technical Assistance Services

Ten Steps to Successfully Developing Supportive Housing

1. Develop a Clear Vision for the Project
 2. Build a Solid Development Team
 3. Identify a Suitable Site
 4. Build Strong Community Support
 5. Acquire Sufficient Capital Funding
 6. Develop a Sound Management Plan
 7. Finance the Ongoing Operations
 8. Develop a Solid Service Delivery Plan
 9. Finance Services for Residents
 10. Develop an Asset Management Plan
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1. Develop a clear vision for the project

What is the vision for the project? Who will be the target population for the project and what services will be provided to residents? What geographic area will be served by the property and where should it be located? A successful project begins with a clear vision and identified outcomes (although the "vision" may evolve with the project).

CSH can assist in the following ways:

- Provide guidance in developing a vision that is consistent with the organization's mission.
 - Provide tools and worksheets for developing a clear vision of a specific project.
 - Provide relevant examples and models from comparable organizations.
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2. Build a solid development team

In order to make the vision a reality, a team of competent, committed partners must be assembled. In some cases, the sponsor of a project can play many roles, but more often organizations with targeted expertise come together to develop and operate the housing, provide social services, and serve as owner of the property. Pulling together a competent team is a vital first step in the success of any project.

CSH can assist in the following ways:

- Assist the sponsor in assessing their strengths and interests and where they may want and need support.
 - Assist in identifying potential partners and consultants (including architects, developers, development consultants, social service providers, property managers, and more).
 - Facilitate conversations between potential partners, including housing developers and social service providers.
 - Assist in developing a Memorandum of Understanding among partners to clarify the roles of each in a project.
 - Act as a broker to resolve issues and conflicts among partners.
 - Assist sponsors in negotiating contracts with project consultants.
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3. Identify a suitable site

The location of a project must be well thought out. To be viable and workable for the residents served, the housing must be strategically located near services, jobs, and transportation. In addition, a wide range of issues including zoning ordinances, neighborhood involvement, political considerations (i.e. local government support), and the concentration of affordable housing developments and social services in the community all impact the decision of where to locate a project.

CSH can assist in the following ways:

- Assist the sponsor in identifying potential sites for the project.
 - Fund architectural services to assess viability of potential sites.
 - Provide support and guidance to sponsors on issues related to fair housing and zoning permit issues.
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4. Build strong community support

More often than not, local approval is required to secure the property and receive public financing. Fostering support of immediate neighbors and the community at large (including the local government) is vital to successfully siting projects in communities.

CSH can assist in the following ways:

- Facilitate discussion between local government officials and sponsors to discuss options and opportunities for siting permanent supportive housing.
 - Assist in developing an overall strategy for building neighborhood support.
 - Assist the sponsor in identifying potential allies in the community and encouraging them to be active supporters.
 - Provide information to sponsors about supportive housing, including evidence of its successes, to share with the community.
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5. Acquire sufficient capital funding

Adequate capital financing from a wide-range of sources is invariably required to finance any supportive housing project. Supportive housing projects rarely have the option of carrying debt, so sufficient funds must be raised to finance the entire development at the outset.

CSH can assist in the following ways:

- Assist in identifying the potential sources of funds for capital financing.

- Facilitate meetings with prospective funders and sponsors to discuss project financing options and opportunities.
 - Provide guidance in the preparation of applications for capital funding and review prior to submission.
 - Review proposed development budgets and provide input on specific budget line items.
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6. Develop a sound management plan

As part of the development process, a plan for operating and managing the project must be developed and agreed upon by the partners. Establishing guidelines for who will be accepted (or rejected) for tenancy, under what circumstances residents will be asked to leave, etc. are difficult questions that must be answered and agreed upon.

CSH can assist in the following ways:

- Identify and orient property management companies to issues related to supportive housing, and assist in clarifying the target population.
 - Assist sponsors and property managers in negotiating a plan that meets the goals of the sponsor and is workable for the property manager.
 - Providing guidance on the development of plans, with specific examples of how others have successfully managed properties.
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7. Finance the ongoing operations

Because supportive housing projects serve very low-income tenants and often incur higher operating costs, rents from tenants alone cannot support the ongoing operations. Sponsors must identify funding sources and secure funding that will cover the costs of operating the building(s).

CSH can assist in the following ways:

- Assist in identifying potential sources of funds for operating costs.
 - Provide guidance and advice to sponsors applying for rental subsidies.
 - Facilitate meetings between development team members and potential funders.
 - Review operating budgets and provide guidance on applications for operating funds.
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8. Develop a solid service delivery plan

A wide-array of services is needed to ensure residents are successfully housed over time. An integral part of the success of any supportive housing project is the plan and implementation of its service delivery plan. Identifying what services are desired and appropriate for residents, where they will be offered, and who will provide them is necessary to successfully provide a comprehensive and targeted array of services to residents.

CSH can assist in the following ways:

- Assist in the design and development of service delivery plans, including strategies for accessing community-based services.
- Act as a mediator among partners in identifying what services will be available, and how they will be delivered to residents.

9. Finance services for residents

Financing the services necessary to make the project a success is often the most challenging component of any project. In order to successfully support the residents, sponsors must acquire the funding necessary to finance the delivery of a wide range of services to the residents.

CSH can assist in the following ways:

- Assist the development team in identifying sources of service funding early in the process.
- Facilitate meetings between service providers and funders that target dollars for service delivery.
- Provide guidance on staffing levels and service budgets.
- Review and comment on applications for service delivery funding.

10. Develop an asset management plan

For the project to succeed over time, an asset management plan must be in place that anticipates and addresses issues that are certain to arise over the years.

CSH can assist in the following ways:

- Provide guidance and input on operating budget assumptions and trends for both cost and revenue.
- Facilitate conversations between developers and property managers to ensure that realistic operating costs have been identified for the property

CSH Funding Products

Grant – CSH provides limited grants to project sponsors to fund organizational capacity building, program start-up, site visits, and short-term operating costs. With grants, CSH does not expect repayment but grantees are accountable for well-defined outcomes.

Recoverable Grant – CSH provides recoverable grants up to \$15,000 to fund pre-development activities to “jump-start” project development. Recoverable grants provide vital, early money into a project to fund development consultants, hire architects, conduct feasibility studies, etc. Recoverable grants do not accrue interest and are reimbursed at closing through project financing. If the project is not successfully developed, the funds are converted into a grant.

Project Initiation Loan – CSH provides Project Initiation Loans to fund predevelopment costs when a source of repayment is identified but not committed. Project Initiation Loans do not accrue interest and are made for funding actions exceeding \$15,000.

Acquisition Loan – CSH provides loans to sponsors for the acquisition of property for supportive housing. Acquisition loans are used to expedite securing a property and are particularly useful in competitive real estate markets. Acquisition loans do accrue interest and are reimbursed by project financing.

